

Miami VA Annual Report 2021



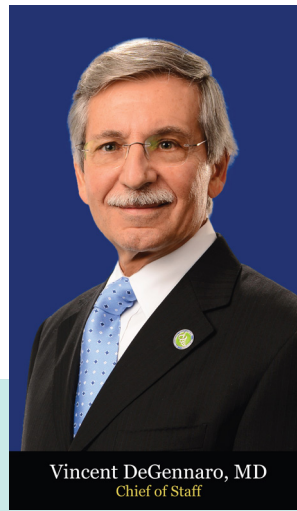
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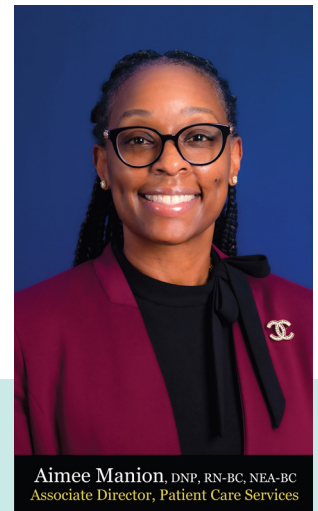
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Associate Director



D. Raquel Bulford-Frazier
Assistant Director



Vincent DeGennaro, MD
Chief of Staff



Aimee Manion, DNP, RN-BC, NEA-BC
Associate Director, Patient Care Services

Letter from the Director

Despite the unforeseen challenges impacting our staff, Veterans and community in every facet of our lives, the year 2021 saw the Miami VA Healthcare System reach new heights for quality of care, improved efficiency and numbers of Veterans served. Across the board, Miami VA employees found ways to improve services to our Veterans – despite the ongoing COVID-19 Pandemic impacting every area of operations.

Last year, we saw more Veterans and provided more healthcare services than we have ever done before. All while meeting our obligation to provide these appointments in a safe, timely manner while maintaining high-quality services. For our Veterans – this means more Veterans getting the services they earned when and where they need it. At the same time, we supported community COVID response efforts and held multiple vaccination events to do our part to end this pandemic.

As director, I am most proud to reflect on the incredible dedication and conviction our employees bring to work with them every day in service to Veterans. This is reflected in our trust scores and other customer service scores – which are also improved from previous years. More Veterans are satisfied with the quality and access to their care while stating that they trust VA with their health care. Nothing means more to us than the satisfaction of our Veterans – something we know we have to earn every appointment, every phone call and every day.



Kalautie S. JangDhari
Director, Miami VA Healthcare System

COVID-19

The Miami VA response to COVID-19 has been focused on two areas – keeping our staff and patients safe while meeting our obligation to our Veterans to provide timely and high-quality health care services.

From the start of the COVID response in 2020, we committed to maintaining access to our clinicians and programs by expanding virtual care options and working closely with our patients to make sure they still got the care they earned despite South Florida being a COVID hot spot.

Total COVID Cases in FY21 – 1,991
Total vaccines given FY21 – 57,276

2021 saw a significant increase in the number of face-to-face appointments being offered across the system, while still offering video telehealth to those who felt it convenient and effective. Along with deployment of COVID-19 Vaccinations at all sites of care for Veterans and their families and caregivers, 2021 saw a growth in options for our Veterans and their caregivers while delivering the care they earned.



Key West



Pompano Beach Vet Center



Peterson's Harley Davidson in Homestead

Miami VA Healthcare System Accomplishments

Providing the right care at the right time in the right location is a key part of ensuring South Florida Veterans have access to the health care they've earned. With locations conveniently located throughout Miami-Dade, Broward and Monroe Counties, the Miami VA Healthcare System is able to bring comprehensive health care services to more than 62,000 Veterans in our system.

2021 Highlights:

High Performing Clinical Services.

- Primary Care Services at the Miami VA Healthcare System were ranked #1 among all 1a VA Facilities, along with our General Surgery and Endocrine Services! As a key part of ensuring Veterans get the care they need when they need it, Miami VA Primary Care is responsible for managing care for most of our Veterans and coordinating specialty and mental health services as needed. Even more impressive was the growth in Veterans using Primary Care services at the Miami VA, exceeding 2020's number of encounters by 8%.
- Virtual Care options across VA have dramatically increased during the COVID-19 Pandemic and the Miami VA continues to be a leader in using video on demand technology to ensure Veterans continue to have access to their providers.



Customer Service and Community Partnerships

- We believe that by putting the needs of our Veterans first and making sure health care is available when our patients need it that we will continue to be the first choice for Veterans living in Miami-Dade, Broward and Monroe Counties.
- One key part of being a Veteran-centric organization is listening and responding to our Veterans in a timely manner. Led by our Veterans Experience team, we saw the average resolution time for patient concerns drop from an average of 7 days to 5 days in FY21.

High Reliability Organization

- With weekly meetings between leadership and infectious disease and vaccine experts, Miami VA's commitment to keeping patients and staff safe, always a priority for the Miami VA, has never had a more intense focus than during the COVID-19 response. Our regular reviews of screening and masking protocols, innovative outreach efforts to increase vaccination rates in our community and support of federal partners and community vaccination events show that the Miami VA continues to be a leader in putting safety first.
- Our greatest strength as a healthcare organization is the more than 3,000 people who choose to serve Veterans every day at the Miami VA. This year, we celebrated our diversity in new ways, found common ground and explored equity and inclusion during virtual events and found new ways to leverage technology to connect our staff during weekly updates. Across the board, we saw improvements in our All Employee Survey scores, Pulse Point surveys – resulting in higher Veteran Trust Scores and more satisfaction among our staff and patients.



Miami VA Setting the Standard

While the Miami VA continues to be a high performer within the VA system, we are also proud to offer some of the highest-level care in the region. According to publicly available data, Miami VA outperformed our community hospital averages in numerous Healthcare Quality Metrics such as Diabetes Management, Cervical and Breast Cancer Screenings, Mortality Rates, Hospital Associated Infections, Overall Patient Rating of Hospital and Provider, along with our Community Living Center (Nursing Home) outperforming community averages in the Falls with Major Injury and Physical Restraint categories with both at 0% reported!

Within VA, the Miami VA achieved high marks for quality, safety, efficiency, access and customer service in FY2021. This last year, we made huge strides in Behavioral Health Measures and Outpatient Care measures like ACSC which are key indicators reflecting a commitment to keeping people healthy and keeping our patients safe from a number of preventable conditions. In addition, compared to other VA locations, Miami was a top performer nationally in keeping readmission rates low, reducing the average length of stay for our patients, lower mortality rates, improved patient safety indicators, using data to make decisions and managing provider capacity.

VA is committed to transparency and accountability – many quality measures, access information and more can be found anytime at www.accesstocare.va.gov.



My HealtheVet Staying Connected

My HealtheVet is a web-based personal health record and communications tools that Veterans can use to contact their care team, review their health records and access information to improve their health and well being.

Miami VA's My HealtheVet usage continues to grow, as more Veterans find out just how useful it is to track their health on the go! Talk to your provider to get a premium account or visit <https://www.myhealth.va.gov>

Secure Messaging

23% growth in Secure Messages from FY20–FY21
(Total of 135,638 secure messages)

97.5% responded to within 72 hours



By the Numbers

Patient Summary

Miami VA Patients by Era of Service

	FY19	FY20	FY21
Active Duty	140	124	125
Korean	2,510	2,176	2,091
Non-Veteran	3,596	2,720	6,501
Other	464	369	440
Gulf War/OIF/OEF	20,823	21,362	25,267
Post-Korean	1,845	1,705	1,313
Post-Vietnam	9,142	8,573	8,986
Pre-Korean	99	73	57
Vietnam Era	17,138	15,741	16,908
World War II	1,434	1,058	806
Total	57,191	53,901	62,494

56% of Miami Patients are service connected.



Total number of Patient Encounters

Facilities	FY19	FY20	FY21
Bruce W. Carter VA Medical Center	830,516	745,327	845,745
William "Bill" Kling VA Clinic	210,697	196,277	226,569
Flagler Street VA Clinic	22,329	22,274	22,282
Key West VA Clinic	12,551	11,417	13,588
Homestead VA Clinic	32,679	27,784	33,022
Pembroke Pines VA Clinic	11,412	13,520	12,986
Key Largo VA Clinic	4,905	3,763	2,890
Hollywood VA Clinic	22,287	22,777	24,718
Deerfield Beach VA Clinic	9,833	10,289	10,675
Total	1,157,209	1,053,428	1,201,475

Average Wait Times for all appointments - in days

Facilities	FY19	FY20	FY21
Bruce W. Carter VA Medical Center	6.8	6.9	6.8
William "Bill" Kling VA Clinic	6.2	5.8	6.2
Flagler Street VA Clinic	7.6	1.1	7.6
Key West VA Clinic	2.5	1.6	2.5
Homestead VA Clinic	4.9	4.1	4.9
Pembroke Pines VA Clinic	3.3	3.3	3.3
Key Largo VA Clinic	3.8	3.8	3.8
Hollywood VA Clinic	1.9	1.9	1.9
Deerfield Beach VA Clinic	1.0	1.0	1.0
Miami VA Healthcare System	6.2	6.1	7.3



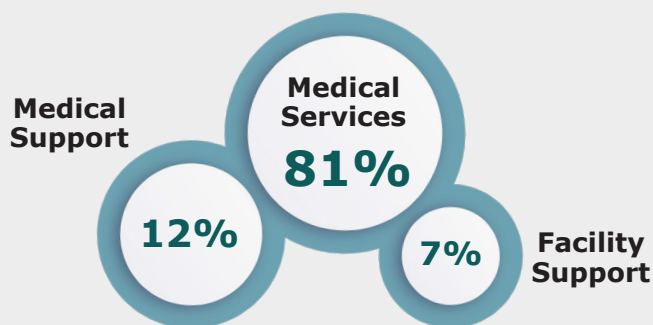
Surgical Workload

OR Surgeries	
FY19	4,295
FY20	3,142
FY21	3,965

Community Care Summary

Total Community Care visits by year	
FY19	16,568
FY20	16,335
FY21	17,688

Employee Snapshot



Total staff on board
2870

Percentage of Veteran staff
 $841/2870 = 29\%$

Taking Pride in Serving All Who Served



VA takes **PRIDE** in serving LGBT Veterans



The Miami VA has long been recognized as a leader in serving the LGBTQ+ community, providing a welcoming environment to all who served. From specialized training for our staff and community partners, providing services and resources to all eligible Veterans, to conducting targeted outreach to the LGBTQ+ communities throughout South Florida, the Miami VA is proud to be recognized as an organization committed to tolerance, safety and equality.

Suicide Prevention

As a top clinical priority for VA, making sure we maintain services for the most vulnerable among us is a key part of Miami VA's commitment to Veterans. In FY21, we met all the benchmarks for identifying, maintaining contact, and providing regular services to Veterans at risk of suicide. In addition, our work with community mental health agencies, police and first responders and other community partners never stopped, ensuring Veterans in crisis get the help they need no matter where they live in South Florida.



Women's Health Program

Women are the fastest growing group in our Veteran population and over the past two decades the Miami VA has been devoted to providing the resources and services these heroes earned through their service to our country. With a dedicated Women's Health Center in Miami and women-specific health services available at all clinics throughout South Florida – we are standing by to serve you.



Enrolled Women Veterans

FY19 - 7,959

FY20 - 7,405

FY21 - 9,967

Mammography

Procedures Completed: 1,793

Pap Smear

Procedures Completed: 1,021



These hand painted murals by Victor Powell of the Miami VA Communications Service, welcome each Veteran into our Women's Health Center at the Bruce W. Carter VA Medical Center.

Outreach and Military 2 VA

Reaching service members as they transition into civilian life is a key part of ensuring our Veterans get all the services and support they earned while wearing the uniform of our country. As a key part of the commitment to meeting Veterans and getting them connected to their health care and benefits as soon as possible, our Military2VA Case Management Program and Outreach Teams attend military separation classes at local military installations, give presentations at service organizations and Veterans events, supports community celebrations and partner with local colleges and universities. At dozens of events each year (including more virtual events due to COVID), these professionals help Veterans navigate VA healthcare and programs no matter if they left service last week or last decade.



Telehealth Summary

The response to COVID-19 accelerated the usage of virtual healthcare technology, ensuring Veterans still had safe access to the medical teams and experts at the Miami VA, no matter where they were. More than 1 in 10 clinical encounters was by our VA Video Connect service in FY21, with 97% of our medical staff providing telehealth services in the last year, #1 in VISN 8 and far beyond VA's target of 90%.



Total Telehealth Encounters

FY19 - 2,141

FY20 - 39,215

FY21 - 142,297

Strategic Planning and Building a Miami for the Future

As the tertiary care provider for South Florida Veterans, the Miami VA is committed to serving Veterans not only now – but for years to come. This means building a solid foundation, both in our infrastructure and equipment and in our operations and management. This year, we focused on key strategic priorities that will ensure top-quality care for Veterans in FY22 and beyond!

Strategic Priority: Restore Trust

There is no more important measurement in health care than the trust a patient has with their care team. Across VA, we have been asking the simple question to our Veterans – Do you trust the VA with your health care? And more and more, Veterans are saying yes. Last year, our trust score hit an all time high with 91% of our Veterans saying they trust the Miami VA. Thank you Veterans for choosing Miami VA and know that we are committed to earning your trust during every appointment.

Strategic Priority: Access to Care and Business Transformation

With more Veterans choosing VA than ever before, ensuring timely access to quality care continues to be a priority at every location in the Miami VA Healthcare System. Even as more Veterans came in for face-to-face services following the availability of COVID-19 vaccines, the Miami VA continues to see most Veterans far below the community averages for appointments wait times. Additionally, in rare areas where demand is high, we have prioritized processing the community care referrals so that Veterans get the care they need quickly and efficiently.

Strategic Priority: Modernize Governance Structure

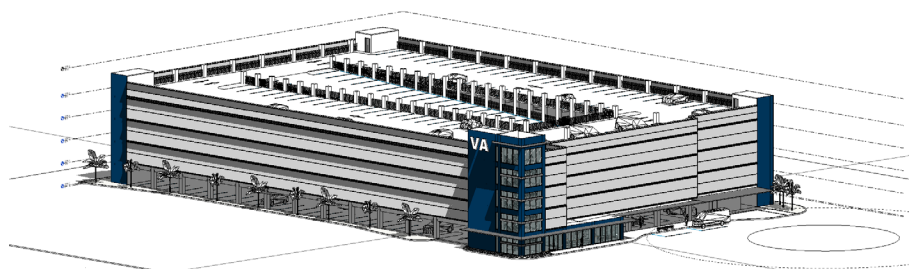
In an organization that employs more than 3,000 people, oversees dozens of medical specialties and clinic locations in three counties, it is vital that the day-to-day operations are managed efficiently and effectively so that decisions to improve Veteran's healthcare can be implemented quickly. This year, we revamped our entire committee structure, streamlined reporting and improved decision to implementation time – resulting in a better, more responsive Miami VA for our patients.

Strategic Priority: Building a Learning Organization

No organization can be successful if it doesn't learn, grow and improve over time. By focusing on training and educating the staff we have on hand, improving the educational opportunities for our medical and professional staff and finding new ways to deliver needed training, the Miami VA is committed to being a leader in keeping, finding and growing the best healthcare providers and leaders in South Florida.

Projects for FY22 and Beyond

1. New Parking Garage
2. Research Building
3. Homestead VA Clinic
4. Investment in core electrical, HVAC and infrastructure needs
5. West Patio and Covered Entry Way



Our Locations

Miami VA Healthcare System spans 4,091 square miles, eight facilities and most importantly Veterans who receive the quality healthcare they deserve with us.

- a. Bruce W. Carter VA Medical Center
- b. Deerfield Beach CBOC
- c. William "Bill" Kling CBOC
- d. Pembroke Pines CBOC
- e. Hollywood CBOC
- f. Homestead CBOC
- g. Key Largo CBOC
- h. Key West CBOC

